

Available online at www.sciencedirect.com**ScienceDirect**

Procedia - Social and Behavioral Sciences 195 (2015) 673 – 679

Procedia
Social and Behavioral Sciences

World Conference on Technology, Innovation and Entrepreneurship

Effect of Management Factor on Employee Job Satisfaction: An Application in Telecommunication Sector

Nagihan Yildiz Tepret^{*a}, Kadir Tuna^b^a *Okan University, Istanbul, Turkey*^b *Faculty of Economics, Istanbul University, Istanbul, Turkey*

Abstract

In this study, effects of management approach and leadership style on employee job satisfaction, are explicating and representing on the basis of employees who work in the telecommunication sector. Within the scope of study, samples are selected from sub manager employees who work in a nationwide organization which carries on telecommunication sector. At the stage of application of survey comeback are taken from 202 employees. In order to interpret how manager's leadership styles and management approaches are perceived from employees "Ekvall and Arvonen Leadership scale" was used; on the other hand to evaluate employee job satisfaction "Minnesota Job Satisfaction Survey" is preferred. Employee performance can be thought as sum of job satisfaction and motivation. Therefore organizations focused on continuous development and growth should manage perception of employees who works in the strategic plans such as near and far targets, technology, company policies and investment decisions. How compatible perspectives of leaders/managers and expectations of employees? Do Leadership style and management approach affect employees job satisfaction? The study look for an answer of this questions in general terms.

© 2015 Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

Peer-review under responsibility of Istanbul Univeristy.

Keywords: Job satisfaction, management approach, management-leadership.

^{*} Corresponding author. Tel.: +90 (0224) 555 19 35
E-mail address: nagihanyildiz@gmail.com

1. Introduction

Manager and management style are important factors which affect job satisfaction in business organization. At this point what expect the employees from the supervisors is one of the most important questions to be answered. Business Organizations which want to be successful and effective, must determine vision and mission and look after human and organizational structure while they control competitive structure in the market and try to be a successful actor. Corporate citizenship is tightly coupled to job satisfaction.

Telecommunication sector, developed especially in the last two decades all over the world, provide framework of information and communication which is principal component of globalization. New Global economic model and telecommunication sector have come today shoulder to shoulder. Especially today's conditions which is move away from the ex-monopoly structure, Companies in telecommunication sector should attach importance to employee performance and job satisfaction in order to adapt new competitive structure.

2. Literature Review

2.1. Job Satisfaction

Different definitions are made in literature job satisfaction concept. According to Vroom (1964) job satisfaction means employees' happiness due to job. Job satisfaction is in broad sense physical and social effects which is shown up as employee's reactions and interior fluctuations as a result of work conditions. According to Locke (1983) job satisfaction is a positive statement about employees thoughts related to assessments of job and job experiences (Testa, 1999). In general, job satisfaction is an extent of meeting expectations social, physiological, self-realization, satisfaction or dissatisfaction about his/her job. Actually job satisfaction, state a general emotional reaction to the singular conditions.

Source of job satisfaction is not only position held in workplace but also physical, social environment and relations between managers and colleagues, group culture and management style. All those factors, have different effects on individual's job satisfaction levels. (Rashid, Kozechian, & Heidary, 2012)

Job satisfaction which is general reaction to the job environment and job itself, cannot be assessed independent from the individual success and individual's performance results. As supported by Maslow's "Hierarchy of the needs" theory, employees make an effort to reach at the higher level when they belong their existing standards (Ardıç & Baş, 2001). Employee's next requirement who is met physical requirements will be esteem and self actualization. Expectations from the job are not same for all the employees. But it can be said that competitive success of organization is determined by keeping at the optimum levels employees general job satisfaction.

According to Griffin (2002); Satisfied employees are less absent from the job, less under the stress, work long and have more positive emotions toward the job. (Al-Ababneh & Lockwood, 2010). Further components determining business climate and employee perception are management approaches and leadership styles.

2.2. Leadership and Management

Pioneer scientific studies made on Leadership mostly deal with what separate leader from the other group members. (Bolat, Bolat, Seymen, & Erdem, 2009) Leader can be defined as a person who affect the other people to achieve certain goals and steer to several activities. (Sabuncuoğlu & Tüz, 2008) Leaders, were exist all the historical periods and it can be said that human who has a hierarchical nature will not give up way of searching a leader. (Eren, 2012)

Leadership and management concepts don't mean the same thing in spite of they look close. While manager is an employee in his/her company and act for a senior executive to achieve determined goals, leader is a person who determine goals of the group and affect group members to achieve those goals. (Quotation from Davis, 1972 Sabuncuoğlu & Tüz, 2008) When leader perform an action; He makes a decision on what kind of leadership style is used in terms of company structure, organization's field of activity, activity variety and environmental factors.

2.3. Leadership and Job Satisfaction

An organization's productivity and performance depend on job satisfaction and corporate citizenship and income growth follows that. Transformation oriented leadership is an approach increased inter-personal communication between manager and employee. Transformational leaders, find out employee's thoughts which are more creative, more innovative, and more adaptive to the exogenous factors and contribute company's competitive growth model. (Bushra, Usman, & Naveed, 2011) .

There are a lot of native and foreign studies about leadership and job satisfaction relationship. Many studies show positive relationship between employee job satisfaction, management style, and leadership style and company vision. Tengilimoğlu's (Tengilimoğlu, 2005) survey which is made on organization leaders public and private sector, 84 participants survey study, reveal a positive relationship between employee's leadership perception and job satisfaction. Kim's (2002) study made on local government agencies; there is positive relationship between participative leadership style and employee job satisfaction. Teste's (1999) study made on service industry; there is a positive relationship, between participative company vision and employee job satisfaction. According to Akıncı; (2002) management style and organizational applications are show up the most effective factor for job satisfaction. Another study shows that there are significant relationship between job satisfaction and whatever leadership style it is belong to Wu. (2004).

Examined that Leadership style perceived from employee and job satisfaction relations extent; Bogler (2001), as a result of study made on 740 teachers, emphasized that transformational leadership focused management style is preferred task oriented management style. Another study made on transformational oriented management style (Tanrıverdi & Paşaoğlu, 2014) the more employees transformational oriented management perception is increased or decreased the more job satisfaction directly proportional increase or decrease is observed. Apart from all these studies, there are many studies no significant relationship between leadership behavior and job. (Hampton, Dubinsky, & Skinner, 1986)

2.4. Hypotheses

The study's basic problem is whether job satisfaction affected from leadership style or not. To this end those hypotheses generated.

H1: There are positive relationship between employees perceived leadership style and job satisfaction.

H2: Employees job satisfaction levels are more affected from employee oriented leadership style.

3. Methodology

3.1. Research Goal

The study's basic problem is find out relationship between job satisfaction and management approach. For that purpose a survey made on an essential company in telecommunication sector's 202 employees.

3.2. Sample and Data Collection

The study's basic problem is find out relationship between job satisfaction and management approach,

Ekvall&Arvonen (1991) Leadership Scale (Tengilimoğlu, 2005) is used to investigate production oriented, employee oriented and transformation oriented leadership styles effects on employee job satisfaction.. Survey, graded according to five-level Likert scale pointing between Always (5)” and “Never (1)”.

Minnesota job satisfaction questionnaire (1967) is prefer to predict job satisfaction at a level of intrinsic satisfaction and extrinsic satisfaction. Minnesota job satisfaction questionnaire’s 20 question short form is used by one question excluded. (Excluded Question: “The chance to people what to do”) questionnaire graded according to five-level Likert scale between levels “Very Satisfied (5)” and “Very Dissatisfied (1)”. Questionnaire, consisting from 3 parts associated with a part belong to demographic characteristics.

Questionnaire study, conducted in 2014 on employees of an essential telecommunication company’s Marmara Regional Directorate. Marmara Regional Directorate employees determined as target population while sub-manager employees determined as research sample. Consequently 202 healthy comeback are taken from sub-manager employees. Questionnaire data statistically analyzed by using SPSS 21 packaged software.

By considering demographic variables, for employees, in what level manager and upper level managers show leadership behaviors, and employees perception tendency towards leadership styles; Job satisfaction levels and which of intrinsic, extrinsic satisfaction types are dominant are examined.

Leadership and job satisfaction scale reliability analysis made by Cronbach’s Alpha coefficient. Leadership scale’s Cronbach’s Alpha coefficient is found 0,981, Job satisfaction’s Cronbach’s Alpha coefficient is found 0,940.

3.3 Analyses and Results

As a result of performing Ekvall& Arvonen Leadership scale; employee oriented, task oriented and transformation oriented manager behaviors are tried to determine proportionally. Analyze results about the extent of production oriented leadership are given by Table.1 the behavior mostly observed (X=3, 93) is “Give importance to obey rules and principles” while the behavior least observed (X=3, 51) is “Goals are clear”.

Table 1. Production Oriented Leadership Questions

Q	Statements	Noun	X	S
3	He keeps Order.	202	3,61	1,022
6	He always knows who is responsible for what	202	3,84	1,02
9	He holds together.	202	3,52	1,156
12	He gives importance to obey rules and principals.	202	3,93	0,982
15	Gives information about results gotten about the unit	202	3,59	1,039
18	Goals are clear.	202	3,51	1,085
21	He is very rigorous on applying projects.	202	3,8	0,972
24	He is rigorous on supervision.	202	3,78	1,057
27	He defines and states work requirements clearly	202	3,62	1,035
30	He makes plans carefully.	202	3,68	1,031
33	He gives instructions clearly	202	3,8	0,993
36	He examines events and do not makes decisions without thinking	202	3,78	0,980
Total		202	3,70	0,833

Extent of employee oriented leadership mentioned Table.2 the behavior mostly observed (X=3, 69) is “Respects his subordinates as an individual” while the behaviors least observed (X= 3, 11) are “He is open to critics” and (X=3, 21) “Treat fairly to his subordinates”. Those data, show that there is a section thinking supervisors are not fair. Highness in standard deviation, appeared as work environment with weak communication and divided employee profile. No doubt, feeling of confidence between employees and managers and communication are important with regard to job satisfaction and individual performance.

Table 2. Employee change-oriented leadership dimension statements

Q	Statements	Noun	X	S
1	He is friendly.	202	3,49	1,121
2	He considers thoughts of his subordinates.	202	3,52	1,023
4	He trusts his subordinates.	202	3,5	1,112
7	He has an open and fair method	202	3,39	1,226
10	He is open to critics.	202	3,11	1,243
13	He gives confidence.	202	3,32	1,273
16	He admires good performance.	202	3,52	1,278
19	He cares about his subordinate's thoughts.	202	3,35	1,21
22	He defends his subordinates.	202	3,32	1,221
25	He creates a friendly environment away from debates	202	3,39	1,246
28	He treats fair subordinates.	202	3,21	1,326
31	He recognize his subordinates when he decides.	202	3,39	1,21
32	He is flexible and open.	202	3,47	1,172
34	He respects his subordinates as an individual.	202	3,69	1,211
Total		202	3,40	0,999

Extent of transformation change-oriented leadership mentioned table 3 the behavior mostly observed ($X=3, 67$) is "He is open to innovations" while the behavior least observed ($X=3, 27$) is "He takes the risks when he decides." according to those data it can be understood that the manager structure of organization adopts innovative mission but avoid from risks when he makes a decision.

When we look all the leadership sub-extent's sum, we can say that employees are perceived their supervisors as Production change-oriented ($X=3, 70$). Change oriented leadership ($X=3, 49$) and Employee oriented leadership ($X=3, 40$) follow production oriented leadership.

Table 3. Transformation oriented leadership dimension statements

Q	Statements	Noun	X	S
5	He doesn't hesitate to take risk when he decides	202	3,27	1,141
8	He encourages new ideas.	202	3,6	1,098
11	He likes to discuss new ideas.	202	3,44	1,092
14	He plans about the future	202	3,53	1,16
17	He encourages self-improvement.	202	3,41	1,255
20	He creates new projects.	202	3,5	1,13
23	He is open to innovations.	202	3,67	1,043
26	He creates opportunities resolve conflicts.	202	3,29	1,159
29	He makes decisions quickly when it is necessary.	202	3,7	0,957
35	He puts forward new and different ideas when he execute the job	202	3,56	0,992
Total		202	3,49	0,887

In the study correlation analysis is made to put forward significance of relationship between job satisfaction and leadership styles. According to data stated in Table 4 there is a strong relationship between leadership styles and job satisfaction. The most positive relationship between general satisfaction level and leadership style is seen production change-oriented leadership behavior ($r=0,580$, $p<0, 01$). According to correlation analysis job oriented leadership style provides the highest job satisfaction.

Table 4. Correlation analysis between leadership styles and job satisfaction

		Correlations			P	N
General satisfaction	Pearson Correlation	Employee Oriented Leadership	Production Oriented Leadership	Chance Oriented Leadership		
		,556**	,580**	,570**	0,00	202

** . Correlation is significant at the 0.01 level (2-tailed).

Result of regression analysis to measure effect of leadership styles on job satisfaction is shown table 5. As it is seen on table created only r^2 values are taken, all leadership styles has a significant effect on job satisfaction. With the highest value, transformation oriented leadership style explain %37 of extrinsic satisfaction. But considering general satisfaction it can be said that highest percentage to explain is production oriented leadership style by %33.

Table 5. Regression analysis r^2 values between leadership styles and job satisfaction

R^2	Intrinsic Sat.	Extrinsic Sat.	General Sat.	P
Production Oriented Leadership	0,219	0,365	0,309	0,00
Production Oriented Leadership	0,267	0,37	0,336	0,00
Chance Oriented Leadership	0,24	0,378	0,324	0,00

3. Conclusion

According to results obtained from study; there is positive and strong relationship between leadership styles and job satisfaction. In this context, this study obtained similar results to the other studies and positive and strong relationship between leadership styles and management behaviors is found. Consequently H1 was accepted. The study rejected second hypothesis claiming employee oriented leadership has more effect on job satisfaction than the other leadership styles. According to data, the highest effect on intrinsic satisfaction extent was found for production oriented leadership style, the highest effect on extrinsic satisfaction extent was found for transformational-oriented leadership style, on the other hand the highest effect on general satisfaction extent was found for production oriented leadership style. Seeing that results; employees perceive their supervisors mostly production oriented. Nevertheless all leadership styles have positive significant influence on job satisfaction.

References

- Akıncı, Z. (2002). Turizm Sektöründe İşgören İş Tatminini Etkileyen Faktörler: Beş Yıldızlı Konaklama İşletmelerinde Bir Uygulama. *Akdeniz İ.İ.B.F Dergisi*, 1-25.
- Al-Ababneh, M., & Lockwood, A. (2010). The Influence of Managerial Leadership Style On Employee Job Satisfaction In Jordanian Resort Hotels. *28th EuroCHRIE Annual Research Conference*. Amsterdam, Netherlands.
- Ardıç, K., & Baş, T. (tarih yok). Kamu ve Vakıf Üniversitelerindeki Akademik Personelin İş Tatmin Düzeyinin Karşılaştırılması. *9. Ulusal Yönetim ve Organizasyon Kongresi 24-26 Mayıs 2001*.
- Bogler, R. (2001). The Influence of Leadership Style on Teacher Job Satisfaction. *Educational Administration Quarterly*, 662-683.
- Bushra, F., Usman, A., & Naveed, A. (2011). Effect of Transformational Leadership on Employees' Job Satisfaction and Organizational Commitment in Banking Sector of Lahore. *International Journal of Business and Social Science*, 2, 261-267.
- Eren, E. (2012). *Örgütsel Davranış ve Yönetim Psikolojisi*. İstanbul: Beta Basım Yayım Dağıtım .
- Hampton, R., Dubinsky, A. J., & Skinner, S. J. (1986). A Model of Sales Supervisor Leadership Behavior and Retail Salespeople's Job-Related Outcomes. *Academy of Marketing Science*, 33-43.
- Kim, S. (2002). Participative Management and Job Satisfaction: Lessons for Management Leadership. *Public Administration Review*, 231-241.
- Rashidi, S., Kozechian, H., & Heidary, A. (2012). The Study and Prioritization of Job Satisfaction Dimensions in Zanjan-based Refah Bank Employees. *International Journal of Finance & Banking Studies*, 35-38.
- Sabuncuoğlu, Z., & Tüz, M. (2008). *Örgütsel Psikoloji*. Bursa: Alfa Aktüel Basım Yayın ve Dağıtım.
- Tanrıverdi, H., & Paşaoğlu, S. (2014). Dönüşümcü Liderlik, Örgütsel Adalet ve İş Tatmini Arasındaki İlişkileri Belirlemeye Yönelik Okul Öncesi Öğretmenleri Üzerinde Bir Araştırma. *Electronic Journal of Social Sciences*, 13(50), 274-293.
- Taş, A., & Önder, E. (2010). The Effect of Administrators Leadership Behaviors On Staff Job Satisfaction. *Electronic Journal of Social Sciences*, 17-30.
- Tengilimoğlu, D. (2005). Kamu ve Özel Sektör Örgütlerinde Liderlik Davranışı Özelliklerinin Belirlenmesine Yönelik Bir Alan Çalışması . *Elektronik Sosyal Bilimler Dergisi*, 1-16.
- Testa, M. R. (1999). Satisfaction With Organizational Vision, Job Satisfaction and Service Efforts: An Empirical Investigation. *Leadership & Organization Development Journal*, 154-161.
- Wu, M.-T. (2004). A Review of Relationship Between Principal's Leadership Style and Teacher's Job Satisfaction. *Journal of Meihu Institute of Technology*, 235-250.